

REOPENING AND REENTRY

A GUIDE FOR NEW YORK JEWISH ORGANIZATIONS



JEWISH
COMMUNITY
RELATIONS
COUNCIL
OF NEW YORK



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Community Security Initiative staff has made every effort to include the latest mandates and recommendations from federal, New York State and local governmental authorities.

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The authors welcome all comments and suggestions.

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ACKNOWLEDGMENTS



As the weeks of shutdowns grew into months, the Community Security Initiative staff set out to review potential best practices for reopening and reentry. We are deeply rooted in security best practices, less so in facilities management. Early in our process we were fortunate to discover [Recovery Readiness: A How-to Guide for Reopening your Workplace](#), Cushman and Wakefield's comprehensive guide for real estate tenants and landlords on reopening workplaces as stay-at-home restrictions are lifted. We are deeply grateful to JCRC-NY Board Member Charles Borrok, an Executive Vice Chair of Cushman and Wakefield, who arranged for us to liberally use much of their guide.

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Finally, a word of caution. While every effort was made to guide organizations in the reopening process, everything can be changed in an instant, rendering our guidance outdated. Be sure to pay close attention to the announcements of the government officials responsible for leading us through the reopening process.

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1 | THE BASICS

Everybody is asking, “When can we go back, even to the new normal?”

“When you know what you don’t know and admit it, it will actually keep you safe,” New York Governor Andrew Cuomo said. “And that’s where we are. We don’t know, but we will be prepared for all possibilities.”

What do we know so far? There will be rolling decisions based on regional and industrial sectors as the impact of the virus lessens. All direction will come from New York State and local officials as to when each phase will begin. New York State will base its [reopening criteria](#) on CDC Guidelines.

1.1 KEY CONSIDERATIONS

Take a multi-layered approach while planning your reopening, and consider the needs of facility management, human resources and security:

1.1.1 FACILITY MANAGEMENT

Is your facility ready for occupancy? Consider regular disinfection protocols and make sure that your facilities are ready for reopening and they continue to be safe. Have you performed regular maintenance? Do you have the proper supplies on hand? How can you best use your space to maintain social distancing? [Click here for more information.](#)

The Community Security Initiative has made every effort to include the latest mandates and recommendations from federal, New York state and local governmental authorities. Everything in this guide is subject to change so every facility must be responsible for monitoring the most current instructions of federal, state and local officials and must comply with their mandates and recommendations.

1.1.2 HUMAN RESOURCES

Consider all your stakeholders: staff, students, congregants, clients and more. Consider policies that will make every category of stakeholder comfortable with the knowledge that you care about their health and their interests. Consider developing policies that will allow you to reopen in a safe manner and comply with federal, state and local regulations. Without relatively generous sick leave policies people might show up for work if they are mildly symptomatic. If they are too generous, will people take advantage? How do you handle individuals with special needs and those with higher risks? [Click here for more information.](#)

1.1.3 SECURITY

Before COVID-19, those responsible for security in every facility had to protect against multiple threats: terrorism, property damage, and loss and the safety of everyone who entered. How does anybody guard against a microbe? In this new world, everybody who enters may be a spreader. Consider adding symptom screening to your security screening protocols. Can your security staff help to educate everyone who enters the property about your protocols (e.g., masks, social distancing)? How can your security staff be supplemented so that people can enter without undue delay? [Click here for more information.](#)

2 | JUGGLING THE REOPENING PROCESS

You ask yourself; “there’s too much to do, must I do everything at once?” There are some natural priorities and some tasks that should run on parallel tracks.

1. FORM A TEAM

Look at the big picture and recruit a team (staff, board members and other stakeholders) to work with you.

- a. Team members should bring expertise in medical issues, building maintenance, human resources policy, finances, security and more.
- b. The team should be empowered to identify options, make recommendations and to implement them.
- c. Designate people for specific responsibilities; e.g., who will notify government agencies if an employee tests positive for COVID-10; who will be your chief safety officer who will monitor and check whether the appropriate measures are implemented before reopening and over time?

2. IDENTIFY KEY CHALLENGES

Have your team identify key facility management challenges and think about [whether your existing human resources policies should be modified](#) so that you can reopen while protecting the vulnerable.

3. PLAN FOR NEW YORK REOPENING REQUIREMENTS

You will need to have masks and other PPE on hand, do some sort of health screening of your employees and possibly others entering your facility, and know about the requirements of contact tracing efforts. [Learn more here.](#)

4. SECURE THE NECESSARY RESOURCES

Will you be able to find a supplier of masks and the necessary, [approved and disinfecting cleaning supplies](#)? Start the process early.

5. PREPARE YOUR FACILITY FOR REOPENING

Your building has been underutilized or idle for months. All kinds of contaminants might be flourishing in your absence. Have your [building systems](#) checked and [thoroughly clean the premises](#).

6. COMMUNICATE WITH YOUR STAKEHOLDERS

Communicate frequently to make employees aware of the changes designed to keep everyone safe and healthy. Let people know about changes. Let them know why.

7. CREATE A 6-FEET SPACE PLAN

Social distancing is likely going to be with us until there is an effective vaccine. [What is the new capacity of your facility?](#) Can you institute staggered hours and/or have stakeholders attend every other day? Mornings vs. Afternoons? Can you put up some sort of partitions to provide greater protection?

8. REVIEW YOUR REOPENING STEPS WITH YOUR INSURER

Eventually there may be federal legislation to shield businesses from COVID-19 exposure liability, but there have been lawsuits filed against employers and existing insurance policies may have exceptions and limitations that would lead insurers to deny claims. If you discuss your reopening plan with a risk manager associated with your insurer, s/he can suggest additions and alternatives to your plan. Your broker can facilitate that conversation.

2 | JUGGLING THE REOPENING PROCESS

9. HOW CAN YOU USE SIGNAGE?

Post signs at your entrance to let people know about your rules. Signs in the break room can remind people to wipe down the handle of the coffee carafe before touching it. Delineate paths to maintain social distancing. Signs are an inexpensive way of communicating.

10. MEET NEW SECURITY CHALLENGES

None of the old security issues have disappeared, but there are additional issues relating to COVID-19 and the reopening process. [Click to learn more.](#)

11. MONITOR YOUR PROGRESS

Develop processes to ensure ongoing compliance with entry monitoring, social distancing and cleaning. It's too easy to become complacent.

12. KEEP A CONSTANT EYE ON FEDERAL, STATE AND LOCAL GUIDANCE

We are in a rapidly changing environment and the only certainty is that the rules will change. Regularly check the applicable federal, state and local websites for updates.

Communicate frequently to make employees aware of the changes designed to keep everyone safe and healthy. Let people know about changes. Let them know why.



3 | REOPENING IN NEW YORK

This guide is for organizations operating in New York State. We include considerable information from federal sources, but ultimately, the state and local reopening protocols will apply; as will New York State and local labor laws.

3.1 THE GEOGRAPHY OF REOPENING

New York State is divided into 10 regions ([click here for a map](#)) including New York City, Long Island and Mid-Hudson, which includes Westchester. New York City is likely to be among the last of the regions to fully return. [Click here for the New York Regional Monitoring Dashboard](#) to track the metrics for each region.

3.2 REOPENING PHASES

While the exact definitions for each of the named sectors are not yet published, most Jewish communal office operations are likely to fit into New York's Phase 2. Houses of worship, community centers and schools are likely to fit into Phase 4.

Source: [Metrics to Guide Reopening New York](#)

REOPENING PHASES

PHASE 1



- Construction
- Manufacturing
- Wholesale Trade
- Select Retail for Curbside Pickup Only
- Agriculture, Forestry, and Fishing

PHASE 2



- Professional Services
- Finance and Insurance
- Retail
- Administrative Support
- Real Estate, Rental and Leasing

PHASE 3



- Restaurants and Food Services

PHASE 4



- Arts, Entertainment and Recreation
- Education

4 | CONSIDER YOUR STAKEHOLDERS

4.1 WHO ARE YOUR STAKEHOLDERS?

The definition of stakeholder varies by institutions. Everyone has staff, but school staff includes faculty, synagogue staff includes clergy. Most nonprofits have volunteers and visitors. Students, congregants and more fit into our definition of stakeholders.

Moreover, as employers, nonprofits must comply with federal, state and local regulations governing human resources. This section highlights areas requiring the special considerations necessary when dealing with employees. However, it is not a substitute for legal counsel.

No matter what the label, those who operate an enterprise have a measure of responsibility to keep everyone who enters healthy, safe and secure. Reopening protocols should reflect your goal to keep your stakeholders healthy, safe and secure.

4.2 EDUCATE YOUR STAKEHOLDERS ABOUT COVID-19 SYMPTOMS

Clearly communicate to anyone who enters your building that they should not enter your building if they have any of the COVID-19 symptoms. Your messaging should include that people with COVID-19 have had a wide range of symptoms reported – ranging from mild symptoms to severe illness.

Symptoms may appear 2-14 days after exposure to the virus. According to the CDC ([see the list of symptoms here](#)), people with any of these symptoms or combinations of symptoms may have COVID-19.

Children may have similar symptoms to adults and generally have mild illness. [There are exceptions](#). This list is not all inclusive. Please consult your medical provider for any other symptoms that are severe or concerning to you.

Consider a policy that anyone exhibiting any of these symptoms should not expect to enter your building without checking with their medical professional.

The CDC suggests that employers communicate with employees and urge those at higher risk to self-identify. This suggested practice helps employers to avoid making unnecessary medical inquiries which might be thought of as discriminatory.¹

4.3 PEOPLE AT HIGHER RISK FOR SEVERE ILLNESS REQUIRE REASONABLE ACCOMMODATION

Your human resources policies should be inclusive, covering special circumstances that may have an impact on your employees. The CDC identifies people at higher risk for severe illness and need to take special precautions.

Employers should consider taking particular care to reduce exposure to COVID-19 for people at higher risk, while making sure to be compliant with relevant federal, state and local regulations.

4 | CONSIDER YOUR STAKEHOLDERS

4.3.1 EXAMPLES OF REASONABLE ACCOMMODATION

Anything that reduces exposure to COVID-19 may potentially be a reasonable accommodation such as working from home; enhanced workplace hygiene procedures; plexiglass/heavy plastic barriers; PPE and enhanced PPE, masks, etc.; staggered schedules; social distance spacing of employee work spaces; no travel; leave of absence until risk subsides, etc. The federal Equal Employment Opportunity Commission (EEOC) published [Pandemic Preparedness in the Workplace and the Americans With Disabilities Act \[PDF version\]](#) and [What You Should Know About COVID-19 and the ADA, the Rehabilitation Act, and Other EEO Laws](#). There are additional “reasonable accommodation” options in these documents.

The EEOC recently noted that an employer CANNOT bar an “employee at higher risk” from the coming to the workplace or take any other adverse action solely because of an underlying medical (physical/ mental) condition that puts him/her at risk if they contract COVID-19. Instead, the act of barring such an employee may only be taken if the employee’s disability poses a “direct threat” to his/her health that cannot be eliminated or reduced by accommodations.

Both NYS and NYC have passed laws on reasonable workplace accommodation. These laws expand the types of individuals and issues which are entitled to reasonable accommodation in the workplace, and are broader than federal law requirements.

**UNDER
FEDERAL ADA,
NYS & NYC
LAWS,
*an employee is
not entitled to
the accommodation
of his/her
choice, only to
a reasonable
accommodation.***

COOPERATIVE DIALOGUE

NYC requires that employment accommodations be handled by the new procedure of “cooperative dialogue”. Together, employers (administrators/managers) and the requesting employee must jointly assess a request for an accommodation. This process should reflect a good faith effort to discuss the request and any alternatives. The employer should, within five (5) business days, respond with a written determination of what accommodation, if any, can be offered.

An employer need not provide an accommodation if it will create an undue hardship. However, during the COVID-19 pandemic the consensus seems to suggest remaining flexible in determining what is workable for the employer and the individual employee, as well as being as consistent as possible in dealing with different employees and their issues.

See the CDC’s [Interim Guidance for Employers with Workers at High Risk of Severe Illness](#).

4.4 | NEW YORK REOPENING REQUIREMENTS

4.4.1 PPE (PERSONAL PROTECTION EQUIPMENT)

New York will require that employers supply employees with adequate PPE (personal protection equipment), especially masks. Furthermore, it is likely that virtually everyone using your facility will be required to wear a mask. Consider whether your policy should be to provide masks for all, or to turn away people wishing to enter without a mask.

4.4.2 TESTING

As New York State aggressively expands COVID-19 diagnostic testing capacity, the Department of Health has revised guidance about who is to be tested. Pay close attention to state and local authorities to determine if anyone must undergo diagnostic or antibody testing before returning to work.

4.4.3 HEALTH SCREENING ASSESSMENT

Industries in Phase 1 are required to implement a mandatory health screening assessment (e.g. questionnaire, temperature check) before employees begin work each day and for essential visitors, asking about (1) COVID-19 symptoms in the past 14 days, (2) positive COVID-19 test in the past 14 days, and/or (3) close contact with a confirmed or suspected COVID-19 case in the past 14 days. Assessment responses must be reviewed every day and such review must be documented.

It is currently unclear whether this will apply only to employees or all stakeholders. It is likely that temperature checking will be required for all stakeholders entering the facility. Contactless thermometers and thermographic cameras will likely satisfy this requirement.

On-site health screeners should be trained by individuals familiar with CDC, DOH, and OSHA protocols and wear appropriate PPE, including at minimum, a face covering.

TAKE ATTENDANCE
Record who is on the premises and when. Should anyone entering your building test positive, you will be able to readily assist the contact tracers and minimize the spread of infection.
Records should be as detailed as possible.
Remember, people working remotely are “present” but not at risk of infection. Someone who comes to the office for an hour has the potential to infect everyone with whom they come into contact.

4.4.4 CONTACT TRACING

Contact tracing is the process of contacting all people who’ve had contact with someone who tested positive for COVID-19. Contact Tracers have been hired and trained to work with state-of-the-art software to gather information on the spread of the infection.

People who have come in close contact with someone who is positive are asked to stay home and limit their contact with others. If the quarantined individual is or subsequently becomes sick, their opportunity to infect others is thereby minimized.

Industries in Phase 1 are also required to maintain a continuous log of every person, including all stakeholders, who may have had close contact with other individuals. If any stakeholder tests positive for COVID-19, state and local health departments must be notified, and your organization must cooperate with contact tracing efforts. This includes notification of potential contacts, such as workers or visitors who had close contact with the tested individual, while maintaining the confidentiality required by state and federal law and regulations.

4 | CONSIDER YOUR STAKEHOLDERS

4.4.5 THE CHALLENGE OF “CAPS”

Reopening will be in phases and there will be limits imposed on capacity – either artificial (10 persons per building or space), practical (40% of capacity) or simply descriptive (maintain social distancing).

Every organization will have to struggle to meet these caps while maintaining a perception of fairness. How should an organization, whether it is a school, synagogue or community center, choose whom to admit? Will it be first come, first served? Perhaps a lottery?

Consider various “fair” approaches to accommodating your stakeholders. What are the options? Morning vs. afternoon sessions? Monday – Wednesday – Friday, versus Sunday – Tuesday – Saturday? Can you shorten religious services in order to allow for multiple shifts; e.g., 8AM, 9:30AM, 11AM, 12:30PM services?

How can you access more space? Rentals? Tents? Street activity permits?

It's time to get creative.

Every organization will have to struggle to meet these caps while maintaining a perception of fairness.



5 | ENSURE HEALTHY BUILDING SYSTEMS

Before occupants return to a building that has been vacated for a significant period, building owners, managers, and operators should complete a variety of pre-return checks, tasks, and assessments to ensure a healthy and safe environment. We recommend reviewing existing building risk assessments or other written policies or procedures which may provide a better understanding of building systems, particularly those critical to reoccupation.

5.1 MAINTENANCE OF BUILDING SYSTEMS

The temporary shutdown or reduced operation of a building and reductions in normal water use can create hazards for returning occupants. Two potential microbial hazards that should be considered prior to reopening after a period of building inactivity are mold and Legionella (the cause of Legionnaires' disease). For mold, a "prolonged period" may be days, weeks, or months depending upon building-specific factors, season, and weather variables. If your building is susceptible to mold growth, consider getting a NY State licensed mold inspector to test your air quality and perform any needed remediation.

1. For Legionella, a "prolonged period" may be weeks or months depending on plumbing-specific factors, disinfectant residuals, water heater temperature set points, water usage patterns, and preexisting Legionella colonization.
2. Note that additional hazards, outside of those discussed in this document, may exist for returning occupants. These can include other microbial hazards, such as non-tuberculous mycobacteria, changes in water chemistry that lead to corrosion, leaching of metals (such as lead) into stagnant water, disinfection by-products, and sewer gases that enter buildings through dry sanitary sewer drain traps.

The temporary shutdown or reduced operation of a building and reductions in normal water use can create hazards for returning occupants.

Consider whether fresh water should be drawn into building water systems and stagnant water flushed out before they are reopened. It's important to note, however, that each building's water system is unique. Building owners and operators should be aware of information provided by their state or local water system. The CDC website provides a guide to follow when considering reopening. Sources:

- * CDC | [Guidance for Reopening Buildings After Prolonged Shutdown or Reduced Operation](#)
- * AWWA | [Shutoffs and Return to Service Guidance](#)

5.2 | CLEANING AND DISINFECTING

5.2.1 DEVELOP YOUR CLEANING AND DISINFECTION PLAN

- **Determine what needs to be cleaned.**
Areas unoccupied for 7 or more days may only need routine cleaning. Maintain existing cleaning practices for outdoor areas.
- **Determine how areas will be disinfected.**
Consider the type of surface and how often the surface is touched. Prioritize disinfecting frequently touched surfaces.
- **Consider the resources and equipment needed.** Keep in mind the availability of cleaning products and personal protective equipment (PPE) appropriate for cleaners and disinfectants.

5.2.2 IMPLEMENT

- **Clean visibly dirty surfaces with soap and water prior to disinfection.**
- **Use the appropriate cleaning or disinfectant product.** Use an [EPA-approved disinfectant](#) against COVID-19 and read the label to make sure it meets your needs.
- **Always follow the directions on the label.**
The label will include safety information and application instructions. Keep disinfectants out of the reach of children.

5.2.3 MAINTAIN AND REVISE

- **Continue routine cleaning and disinfection.**
Continue or revise your plan based upon appropriate disinfectant and PPE availability. Dirty surfaces should be cleaned with soap and water prior to disinfection. Disinfect frequently touched surfaces at least daily.
- **Maintain safe practices** such as frequent handwashing, using cloth face coverings, and staying home if you are sick.
- **Continue practices that reduce the potential for exposure.** Maintain social distancing, staying six feet away from others. Reduce sharing of common spaces and frequently touched objects.
Source: [CDC | Reopening America; Cleaning & Disinfecting Decision Tool](#) and [CDC | Reopening Guidance for Cleaning and Disinfecting](#)
Not all the items below will be applicable for every building. Rather, owners, operators and building managers must use their specific knowledge of their buildings to prepare for the workforce to return.
[For details see the Building Facilities Appendix 11.](#)

6 | PREPARING THE WORKFORCE & ORGANIZATION

While workplace design, policies and safety protocols are critical pieces of the puzzle, they do not touch on perhaps the most important aspect of return to work—the readiness of the workforce physically, emotionally and psychologically. Developing a plan to mitigate employee fears and concerns should be a priority. People are worried about their personal health and the health of those they care about. They have anxieties about their jobs, the future of their organizations and even the future of their industries. To help employees through what will be a turbulent, stressful and unpredictable return to work, organizations should consider focusing on the personal experiences of their employees from a work and life perspective. It's critical to understand how the pandemic has impacted their personal connection to the culture of the organization. It's also important to understand if employees feel their organizations are caring for them, as well as understand how to improve and advance that care during the return to the physical workplace.

[For details see the Building Facilities Appendix 11.](#)



7 | INSIDE THE BUILDING

7.1 BUILDING ENTRY / RECEPTION

Consider guidelines and recommendations to control building ingress and egress, and that promote ongoing safety and precautionary measures at those points. These might include:

7.1.1 ENTRANCES

- ☐ Reduce the number of entrances (while maintaining code compliance) to direct occupants to use monitored and protected routes
- ☐ Hand sanitizer at doorways both inside and outside
- ☐ Temperature screening
- ☐ Floor markings for safe distancing for any queues or waiting areas
- ☐ Sanitized floor mats

7.1.2 RECEPTION

- ☐ Train reception personnel on safe interactions with guests
- ☐ Test front-line reception personnel
- ☐ Reconfiguration of visitor registration systems to avoid guests leaning over receptionists
- ☐ Glass or plastic screens between guests and reception personnel
- ☐ Virtual concierges
- ☐ Disable/decommission/remove registration kiosks/touchscreens
- ☐ Touchless registration via personal mobile phone
- ☐ Disposable sticker security tags rather than recycled clips or lanyards
- ☐ Remove reception furniture to reduce public touchpoints
- ☐ Provide PPE to building guests

8 | INSIDE THE WORKPLACE

8.1.1 ARRIVAL EXPERIENCE

Consider using the workplace arrival area to reinforce messages, new policies and protocols, which may include:

8.1.2 DIGITAL SIGNAGE OR POSTERS

Remind staff how to stay safe and keep others safe in the workplace by maintaining social distancing, following new meeting guidelines, hand washing reminders, the use of virtual collaboration tools rather than meeting rooms and so forth. [Click here for signage info.](#)

8.1.3 CULTURAL REMINDERS

- ☐ The vision and priorities of the organization at this time of change and stress
- ☐ Taking care of the employee is a high priority
- ☐ Shared responsibility for the health of all employees
- ☐ Hand sanitizer to encourage hand hygiene

8.1.4 EMERGENCY RESPONSE

- ☐ Provide reminders of how to manage an emergency in the workplace with relevant details defining who to notify, where to go, how to get help, and how to respond afterwards.

9 | SECURITY

Unfortunately, the security challenges that your organization faced before the shutdown will be there when you reopen. The need for heightened vigilance still exists.

Additional threats, vulnerabilities, and risks now exist due to the wide-ranging impact that COVID-19 has had on the population. And while our attention has been focused on battling the obvious danger – the virus itself – there are other security concerns to contemplate.

The increased presence of extremist activity online suggests that there is potential for an uptick in antisemitic acts or incidents once reopening commences. Reopening, after having been closed for an extended period, may attract the attention of potential bad actors. Threats can present in the real world or the cyber realm. Indeed, while criminal activity decreased during N.Y. Pause, online extremist activity was on steroids and the most sinister of phishing attempts have proliferated. But simply receiving mail and packages now calls for heightened security.

Consider the risks posed by the new situation and develop plans to minimize those risks. Think through how changes in facility operations and internet security can alter your risk profile for the better. Then make sure that you develop and have your [safety and security plans](#) and resources in place *before* reopening.

10 | WORKPLACE HYGIENE

Encourage good personal hygiene and infection control practices when employees are in the workplace, including:

10.1.1 RESPIRATORY ETIQUETTE

- Encourage covering coughs and sneezes
- Turn away from others when coughing or sneezing

10.1.2 HAND HYGIENE

- Promote frequent and thorough hand washing
- Make hand sanitizers available in multiple locations and adjacent to common touchpoints

10.1.3 AVOID TOUCHPOINTS

- Provide disposable wipes so that common touchpoints (e.g., doorknobs, light switches, desks, desktop peripherals, remote controls, and more) can be disinfected by employees before each use.
- Discourage the use or borrowing of other people's phones, desks, offices or equipment. Maintaining a clean workplace will assist in minimizing risk to employees. [For details see housekeeping issues click here](#)

Encourage good personal hygiene and infection control practices when employees are in the workplace



10.2 | NEW WORKPLACE OPERATIONS

10.2.1 SOCIAL DISTANCING

Space planning solutions can be used to reduce transmission of contagious diseases among employees. Solutions may differ depending on how many people are expected to return to the workplace, versus continuing to work from home. Understanding that dynamic will allow for calculation of the workforce needing to be accommodated in the workspace, and an assessment of the demand for workspaces.

Consider the following range of precautions and social distancing measures:

- **6 Feet Office Protocols**
- Space use / density monitoring
- Determine a method for conducting regular counts of occupants per space
- Add sensors to quantify utilization of spaces
- Provide real-time meters/dashboards at entries to display how many people are present, if possible

To maintain social distancing, minimize touchpoints and manage potential contamination of the workplace, consider the following practices:

10.2.2 SPACE USE / DENSITY MONITORING

- Conduct regular counts of occupants per floor
- Add sensors to quantify utilization of spaces
- Provide real-time meters/dashboards at entries to display how many people are present
- Implement a reservation system for desks so that employees can check attendance before arriving in the workplace
- Work from Home for non-essential employees to reduce the density of personnel

10.2.3 INDIVIDUAL DESKS

- Implement a strict clean-desk policy. Non-essential items should be stored inside cabinets or closed drawers
- Supply disposable daily paper placemats for use at each desk
- If possible, avoid sharing of desks
- If desks or work areas must be shared, advise individuals to sanitize all surfaces upon arrival at that seat.
- Supply disinfectants in the proximity or on each desk

10.2.4 IN-PERSON MEETINGS

- Coach employees to critically evaluate the requirement for in-person meetings
- Limit the number of attendees at in-person meetings and limit such meetings to spaces that can accommodate safe distances
- Host large team/staff meetings via video conference rather than in-person
- Eliminate in-person meetings with external guests

[For more information on Social Distancing click here](#)

10.3 ONGOING SUPPORT

In addition to the recommendations outlined in “Preparing the Workforce & Organization,” employees will need ongoing communication and training, especially during onboarding of new staff or orientation for visitors. Consider:

- A regular cadence of employee training on emergency procedures, good workplace hygiene, and effective work practices for distributed teams.
- Training materials on company intranet
- Posters, signage and displays to promote and educate employees about new practices.

APPENDIX

11 | APPENDIX – BUILDING FACILITIES

11.1 WORKER SAFETY

Anyone preparing a building after a period of reduced inactivity due to COVID-19 should consider providing employees with:

- ❑ Appropriate PPE (such as masks, gloves, eye protection and coveralls)
- ❑ Training in fitting, wearing, and using, as well as safe removal, sanitizing and disposal of PPE
- ❑ Requirements for hand washing and social distancing.
- ❑ After use, workers should dispose of all PPE designed for single use
- ❑ After removing PPE, staff should wash their hands immediately, adhering to CDC recommendations
- ❑ Follow all applicable safety practices, referring to existing regulatory requirements, policies, procedures, and risk assessments
- ❑ Consider any changes that may be necessary as a result of COVID-19 mitigation within the building

11.1.1 PPE AND CLEANING

- ❑ Provide designated receptacles for used/ discarded PPE
- ❑ Monitor and review of existing cleaning guidelines and adjust or enhance as needed for cleaning high trafficked and high touch areas
- ❑ Develop new protocols for collecting and disposing of large quantities of potentially contaminated waste (especially if single-use PPE becomes common in the workplace)

11.1.2 SHIPPING AND RECEIVING AREAS

Before reopening, operators and building managers should review current processes for inbound and outbound deliveries (parcels, mail, food deliveries, couriers and so forth) and develop a revised plan to align to COVID-19 safety precautions.

These might include:

- ❑ Routing instructions and plans to avoid deliveries through employee or main entrance and instead route through areas that will minimize contact with the larger building population
- ❑ Separating shipping and receiving areas from the general population
- ❑ Require personnel handling mail and parcels to wear PPE to receive parcels, mail and other deliveries, and train them in the proper use and disposal of PPE
- ❑ Sanitizing the exterior of packing
- ❑ If appropriate, removing items from boxes and appropriately discarding packaging

11.1.3 LOBBIES COMMON AREAS /AMENITIES

Consider guidelines and recommendations that promote safety and guide building occupants through common and amenities areas after they enter your building, e.g., hand sanitizer in stairs, elevator lobbies and all other building common areas.

11.2 | SIGNAGE

Install clear signage at multiple, relevant locations in the entry sequence and throughout the building.

- Explain building access rules and other protocols that impact how occupants use and move throughout the building.
- Post wayfinding signage or floor markings to direct foot traffic and ensure safe social distancing.
- Post signs to explain new rules or protocols for common areas.

11.2.1 CASUAL GATHERING SPACES

Re-arrange furniture to promote social distancing.

11.2.2 FOOD SERVICE AMENITIES

- Consider acrylic dividers between service provider and users
- Offer pre-packaged foods only
- Eliminate self-service access to foods
- Clearly signpost queuing areas, mark 6-foot distances on the floor.
- Remove or rearrange furniture to promote social distancing

11.2.3 ELEVATORS AND ESCALATORS

Elevators represent a particularly challenging area to establish social distancing. Methods for managing the use of elevators might include the following:

- Social distancing queue management for waiting passengers
- Instructional signage displaying elevator use protocols including strict passenger limits and safe distances in the carriage
- Elevator attendants to manage flow and discourage over-crowding of elevator carriages
- Signage inside elevator cars displaying healthy elevator use protocols – this may include floor stickers to establish distancing zones and describe where and how to stand

- Review of elevator cleaning processes, and updates to ensure frequent cleaning of high touch surfaces like elevator panels / buttons
- Escalators pose fewer challenges which may be managed with regular cleaning of handrails and signage directing passengers where to stand and not to pass.

If you intend to enter this building, know the symptoms of COVID-19:

- Cough
- Shortness of breath or difficulty breathing

Or at least two of these three symptoms:

- Fever
- Chills
- Repeated shaking with chills
- Muscle pain
- Headache
- Sore Throat
- New loss of taste or smell

Do not enter if you have any of these symptoms without checking with your medical professional

Everyone will be subject to a temperature check before they are admitted to the building.

11.3 | CLEANING, DISINFECTING AND SUPPLIES

- ❑ Perform an inventory of cleaning chemicals, materials, and consumables to ensure stock levels meet anticipated building occupancy
- ❑ Ensure a safety data sheet is available for all chemicals, and that requirements for safe use are followed
- ❑ Ensure that all cleaning equipment and tools are in safe working condition
- ❑ Cleaning staff should review and complete refresher training on general cleaning and site- specific protocols
- ❑ Cleaners must be trained on proper disinfecting guidelines
- ❑ Determine areas that require more thorough cleaning due to heavy usage (i.e. event centers, gyms/locker rooms, conference rooms and restrooms)
- ❑ Prior to initiating cleaning tasks, ensure that all staff practice hand hygiene, washing hands thoroughly prior to donning PPE. Follow Health, Safety, Security & Environment (HSSE) requirements with PPE.
- ❑ Treat all surfaces using disinfectants from government approved or authorized lists ensuring all chemical dwell times are adhered to. (see [EPA approved chemicals at epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2](https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2))
- ❑ After use, workers should properly dispose of or sanitize PPE in accordance with federal, state and/or local regulatory requirements.

11.3.1 REGULAR HOUSEKEEPING

In open work environments, increase the frequency of cleaning and disinfecting frequently touched surfaces, equipment, and other surfaces in the workplace:

- Kitchen/Break Areas • Bathrooms
- Vending Machines • Phone Rooms
- Meeting Rooms

When choosing cleaning chemicals, organizations should consult products from approved lists from governing authorities, and reference disinfectant labels, data and specifications with claims against emerging viral pathogens.

Public safety codes, building codes, applicable laws and security requirements must not be compromised during the effort to control contaminants in the workplace.

For shared/agile/flexible workplaces, consider:

- ❑ Creating and posting guidelines for desk and equipment sharing, disinfecting and use
- ❑ Removing shared keyboards and mice and distribute personal peripherals to mobile workers
- ❑ Providing storage units (lockers) to store personal items in the workplace
- ❑ Develop new practices on kitchen and meal preparation areas, which may include some temporary measures such as:
- ❑ Encourage occupants to bring food and beverage items from home and manage them individually
- ❑ Minimize touchpoints by removing coffee pots, tea kettles, etc.
- ❑ Eliminate open food items and provide prepackaged items in containers
- ❑ Increase frequency of cleaning appliances such as refrigerators and microwaves
- ❑ Consider installing physical barriers, such as clear plastic sneeze guards

NOTE: these approaches will impact sustainability initiatives as additional waste is produced from individually packaged food and beverages.

[Click here to return to the Table of Contents](#) | Send your questions to security.requests@jccrcny.org

11.4 | FREQUENTLY TOUCHED SURFACES

Frequently touched surfaces are reservoirs for viral pathogens. By reducing the frequency of physical contact with items in the workplace that are also touched by others, individuals can reduce their exposure to communicable diseases. Solutions may be temporary or permanent.

In addition to providing disinfectant sprays or wipes adjacent to each touchpoint, consider the following range of precautions to reduce touchpoints:

11.4.1 LIGHT/POWER SWITCHES

- ☐ Affix signage to remind occupants to keep switches 'on' all day
- ☐ Install motion activated light switches – consider voice-activated controls
- ☐ Provide wall-mounted disinfectant dispensers

11.4.2 DOORS AND DRAWERS

- ☐ Remove non-essential doors
- Remove door handles if viable
- ☐ Where possible, affix doors in an open position (unless prohibited by law)

11.4.3 COLLABORATION TOOLS (CONFERENCE PHONES, ROOM RESERVATION PANELS)

- ☐ Disable/decommission room reservation panels outside meeting rooms
- ☐ Remove shared conference phones and encourage the use of personal mobile phones or laptop softphones for teleconferences.
- ☐ Remove whiteboard pens and erasers and encourage individuals to bring and manage their own
- ☐ Provide whiteboard cleaning solution and disposable wipes adjacent to every board
- ☐ Remove remote control handsets and provide instructions for manual equipment use instead

11.4.4 CHAIRS

- ☐ Remove unnecessary fabric upholstered chairs
- ☐ Consider plastic wrapping fabric upholstery for ease of cleaning
- ☐ Affix notices to each chair reminding occupants to avoid or disinfect touchpoints
- ☐ Regularly sanitize shared equipment (printers, copiers)
- ☐ Reduce the quantity of printers and copiers to dissuade printing

11.4.5 SUPPLIES STORAGE

Secure supplies storage and designate specific personnel to manage stock and distribute items

11.4.6 PERSONAL STORAGE

Add places for individuals to store and secure their own items separately from others (i.e., individual coat hooks rather than coat closets used by the group)

- ☐ Provide impervious clothing covers (e.g., dry-cleaning bags) for individuals to cover/contain their own coats or PPE

11.4.7 WASTE RECEPTACLES

- ☐ Provide separate waste bins for PPE

11.4.8 QUARANTINE/ISOLATION ROOM

- ☐ Designate a specific enclosed room to isolate any person who experiences symptoms of an illness while at work

11.4.9 DELIVERIES

- ☐ Designate one location for any deliveries to the building/space and disinfect items centrally
- ☐ Assign delivery management and sterilization as a task to specific employees only. For longer-term planning, consider [shortwave ultraviolet light sterilizing rooms/booths](#)²

² Note: This technology is not yet approved by the CDC, FDA, the EPA or any other regulatory body.

11.5 | BUILDING CORE INFRASTRUCTURE INSPECTION

Since buildings may have been shut down with little warning and preparation, a best practice is to thoroughly inspect for any damage or issues caused by the vacancy. The physical condition and operation of equipment and services supporting the building also should be assessed.

- ☐ Mechanical Systems
- ☐ Water Systems
- ☐ Chilled/condenser water:
open/closed loops
- ☐ Water features
- ☐ Conveyances
- ☐ Potable water: flush faucets
- ☐ Fire Life Safety Systems
- ☐ Ensure open site drains are inspected
and traps are primed
- ☐ Equipment Startup Guide ([Click here for
detailed chart](#))
- ☐ Building systems should be started
methodically to prevent load shed from
a simultaneous start
- ☐ Depending on length of time equipment
has been inactive, systems should
be allowed to run for a period with
careful observation to ensure valves,
switches, etc. are operating correctly

Specific system actions may be required to restart systems after prolonged shutdown. Sites may determine necessity for each of these items based on length of shutdown and condition as inspected. Consider testing CO2 levels around HVAC systems.

*Since buildings
may have been
shut down with
little warning
and preparation,
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inspect for any
damage or issues
caused by the
vacancy.*



11.6 | EQUIPMENT STARTUP RECOMMENDATIONS

AIR COOLED SYSTEMS	BUILT UP FAN SYSTEMS	COOLING TOWERS	AIR COOLED CHILLERS	WATER COOLED CHILLERS
Clean all outdoor condenser coils	Clean outside air dampers and check for proper operation	Inspect fan blades for cracks and clean	Clean condenser coils and check for leaks and corrosion	Check quality of condenser and chilled water chemical levels
Clean all indoor evaporator coils with a cleaner and disinfectant	Clean evaporator coils with a cleaner and disinfectant	Remove and clean strainer in sump	Check controls and safety circuits for proper operation	Check condition of condenser water tubes and clean if needed
Check the refrigerant level	Inspect the drain pans and condensate drains for obstructions	Check gear reducer lubricant and refill with factory-recommended oil	Condenser fans should be cleaned, bearings need to be checked for wear and lubricated, belts and couplings need to be checked and tightness checked and adjusted	Check refrigerant levels
Inspect the drain pans and condensate drains for obstructions	Check fan motors and blower assemblies	Clean gear reducer sight glass and check shaft thrust and play	The electrical disconnect and contactor needs to be inspected for tightness and no pitting	Check refrigerant purge unit
Check outdoor fan motors and indoor blower assemblies	Lubricate moving parts	Power wash tower hot deck and cold deck	Compressor oil should be tested for acid	Check oil heater
Lubricate moving parts	Check belts for cracking and proper tension	Power wash tower fill and use scale remover as needed	Check oil filter and change if needed	Check oil levels
Check belts for cracking and proper tension	Inspect all electrical controls, wiring connections and fuses	Check bottom of hot and cold decks for corrosion and rust	Check piping and compressor for any signs of leaks and test refrigerant pressures	Inspect motors and starters
Inspect all electrical controls, wiring connections and fuses.	Inspect and clean or replace all filters	Check the condition of the fan motor through temperature or vibration analysis and compare to baseline values	Run a general system test to check for unusual noises, odors and measure supply/return temperatures and system pressures as needed	Run a general system test to check for unusual noises, odors and measure supply/return temperatures and system pressures as needed
Inspect and clean or replace all filters	Vacuum and disinfect all return air grill	Perform meg-ohm test motor windings		
Vacuum and disinfect all return air grill	Run a general system test to check for unusual noises, odors and measure indoor/outdoor temperatures and system pressures as needed	Change oil in gear box if needed		
Run a general system test to check for unusual noises, odors and measure indoor/outdoor temperatures and system pressures as needed		Inspect vibrations safety switch		

11.7 | BUILDING SYSTEMS: HVAC AND MECHANICALS

Building maintenance staff should refer to all authorities having jurisdiction.

Air filters should be replaced after flushing the building. Refer to manufacturers' recommendations and guidance for filter selection. Use the highest efficiency rated filter recommended/allowed by the manufacturer (MERV rating) and reference/comply with all federal, state and local guidelines.

When replacing air filters (including HEPA filters):

- ☐ Use proper safety procedures and PPE
- ☐ Avoid hitting, dropping, or shaking the filter
- ☐ Do not use compressed air to clean a filter, as materials in the filter will become airborne
- ☐ Properly dispose of used filters and PPE/ gloves in a sealed plastic bag
- ☐ Thoroughly clean hands when the task is finished
- ☐ Minimize exposure to building interior areas when removing old filters from the site.
- ☐ Recommended approach: transport to a waste collection area without entering the building (Alternative approach: if it's impossible to dispose of the filter without transporting through the building, choose routes that minimize exposure to normally occupied areas, including freight elevators and minimally used support space)
- ☐ Review building water management plans for domestic and process water systems
- ☐ Work with water treatment service provider to ensure chemical levels are within defined ranges for cooling towers, closed water systems, water features, etc.
- ☐ Building engineers should check the operation of mechanical systems and restore all sequences, set points and schedules modified during the rollback of operations
- ☐ Flush building with fresh air based on the design of the makeup/outside air system and if possible, to leading sustainability standards such as LEED, BREEAM, and WELL for a minimum of 24 hours (Ideally for 48 to 72 hours)
- ☐ After the building is flushed, building engineers should change the air filters as an added precaution. Follow manufacturer recommendations.



Air filters should be replaced after flushing the building. Refer to manufacturers' recommendations and guidance for filter selection.

12 | PREPARING THE WORKPLACE

12.1 PRE- CHECKS, CLEANING, DISINFECTING AND SUPPLIES

Consider some of the options below. The level of detail may or may not be relevant to specific workplaces.

- ☐ Check operation and look for any trouble indicators. The system most likely was continuously operational. Arrange for a FLS systems contractor to check system
- ☐ Perform fire extinguisher checks required by respective laws or local codes
- ☐ Clean and sanitize all surfaces within the area including high touch areas (fixtures, light switches, appliance handles and buttons)
- ☐ Turn on appliances
- ☐ Check that all pilot lights are lit and operational

12.1.1 CHECK THE OPERATION OF INTAKE SYSTEMS

- ☐ Remove and dispose of any spoiled products
- ☐ Clean and sanitize all appliances
- ☐ Reset pest control to normal operational frequency
- ☐ Flush toilets to fill P-Trap
- ☐ Pour water in floor drains
- ☐ Flow sink to fill P-Trap with water
- ☐ Plug in and turn on appliances
- ☐ Turn on supply water to appliances (coffee makers, ice makers, etc.)
- ☐ Check operation of each appliance
- ☐ Coordinate check of food, beverage, and other items with vending machine vendor
- ☐ Provide adequate stock of hand sanitizer, disinfectant wipes, and other such products
- ☐ Introduce and maintain advanced cleaning and disinfection standards, such as routine cleaning and disinfecting of high-touch spaces and surfaces per guidelines.
- ☐ Review your standard cleaning routine and consider changes or additional services.
- ☐ Perform advanced cleaning and disinfection of workspace
- ☐ Sanitize all workspace areas, including offices, conference rooms, breakrooms, cafeterias, restrooms, and other areas
- ☐ Review self-cleaning technology for high touch surfaces and applications for tablets and screens
- ☐ Place signage in workspace and common areas promoting worker safety through

emphasizing basic infection prevention measures, including posting hand washing signs in restrooms

- ☐ Ensure adequate stock of paper and plastic products exists (toilet paper, paper towels, etc.)
- ☐ Provide tissues, no-touch trash cans, hand soap, alcohol-based hand sanitizer and wipes containing at least 60 percent alcohol, disinfectants, and disposable towels for workers to clean their work surfaces
- ☐ Provide additional hand sanitizer, surface disinfectant wipes and tissue available in workspace, cafeterias, break rooms, elevator lobbies and high traffic areas and other common areas
- ☐ Review self-cleaning technology for high touch surfaces and applications for tablets and screens
- ☐ Obtain and store adequate supply of all required PPE at the time of reopen
- ☐ PPE disposal: regular waste unless directed differently by respective local health or government authorities. Buildings and occupant spaces should only be considered ready for occupancy after building owners, management teams, and tenants have coordinated and communicated on preparations. Transparency, ongoing communication, and awareness will be vital to a successful transition back into the physical environment.

A state of readiness should reflect that:

- ☐ All building inspections are complete (Note: Inspectors may not be available for timely inspections. Addressing out-of-date inspections will likely be the subject of Executive Orders, guidelines, etc. Those responsible for facility management will have to monitor the situation for timely guidance.
- ☐ Any required remediation is complete
- ☐ Any required repairs to equipment, building areas and systems have been completed
- ☐ An occupant communication plan is developed— ideally a collaboration of owners, building managers and occupants— and ready for launch, describing the measures taken to address the immediate and ongoing health, safety and security of the workforce

13 | APPENDIX - SPECIAL CONSIDERATIONS FOR SYNAGOGUES, SCHOOLS AND COMMUNITY CENTERS

13.1 SYNAGOGUES

NOTE: The opening of synagogues and other houses of worship is likely to take place in a phased manner, with limits on building capacity. Please follow all guidance from New York State as to when opening will be possible. [Click here for the May 21, 2020 guidance](#)

13.1.1 WHEN REOPENING FOR HOUSES OF WORSHIP BEGINS (N.Y. STATE FORWARD)

- ☐ Establish and continue communication with State and local authorities to determine current mitigation levels in your community.
- ☐ Protect staff and congregants who are at higher risk for severe illness, encouraging use of options to participate virtually, if possible.
- ☐ Continue to provide congregants with spiritual and emotional care and counseling on a flexible or virtual basis or refer them to other available resources.
- ☐ Encourage other entities using the facilities to also follow this guidance.
- ☐ If the facility offers childcare or educational programming for children and youth, follow CDC guidance for such programs.
- ☐ Limit gatherings to those that can be held virtually (by remote viewing) for vulnerable populations and consider video streaming or drive-in options for services. Limit the size of in person gatherings in accordance with the guidance and directives of state and local authorities, and maintain social distancing, consistent with the community's faith traditions.

13.1.2 SAFETY ACTIONS

- ☐ Promote healthy hygiene practices
- ☐ Encourage use of a cloth face covering among adults at all gatherings and when in the building. Not using a cloth face covering may be appropriate the at

times for some individuals who have trouble breathing or need assistance to remove their mask.

- ☐ Have adequate supplies to support healthy hygiene behaviors, including soap, hand sanitizer with at least 60 percent alcohol (for staff and older children who can safely use hand sanitizer), tissues, and no-touch trash cans.
- ☐ Consider posting signs on how to stop the spread of COVID-19 and promote everyday protective measures, such as washing hands, covering coughs and sneezes, and properly wearing a face covering.
- ☐ Intensify cleaning, disinfection, and ventilation.
- ☐ Clean and disinfect frequently touched surfaces and shared objects between use and at least daily.
- ☐ Avoid use of items that are not easily cleaned, sanitized, or disinfected.
- ☐ Ensure safe and correct application of disinfectants and keep products away from children.
- ☐ Ensure that HVAC systems are operating properly. Increase circulation of outdoor air as much as possible by opening windows and doors, using fans, etc. Do not open windows and doors if they pose a safety risk to children using the facility.
- ☐ Take steps to ensure that all water systems and features (for example, drinking fountains, decorative fountains, etc.) are safe to use after a prolonged facility shutdown to minimize the risk of Legionnaires' disease and other illnesses associated with water.

13.1.3 PROMOTE SOCIAL DISTANCING

- ☐ Limit the size of gatherings in accordance with the guidance and directives of state and local authorities and in accordance with RFRA.
- ☐ Consider maintaining availability of video streaming or drive-in options for services.

13 | APPENDIX - SPECIAL CONSIDERATIONS FOR SYNAGOGUES, SCHOOLS AND COMMUNITY CENTERS

- ❑ If appropriate and feasible, add additional services to weekly schedules to maintain social distancing at each service. During services, have clergy, staff, and volunteers ensure social distancing to lessen risk to attendees.
- ❑ Consider holding services and gatherings in a large, well-ventilated area or outdoors, as circumstances and faith traditions allow.
- ❑ Set spacing and seating for attendees who do not live in the same household to at least six feet apart and consider limiting seating to alternate rows.
- ❑ Consider that gatherings may need to have attendance limited or be held virtually if social distancing is difficult, such as during funerals, weddings, religious education classes, youth events, support groups, and any other programming.
- ❑ Avoid, or consider suspending, the use of choir or musical ensemble during religious services or other programming, if appropriate within the faith tradition. Consider having a soloist or strictly limiting the number of choir members and keep at least six feet between individuals.
- ❑ Consider having clergy hold virtual visits (by phone or online) instead of in homes or at the hospital, except for certain compassionate care situations, such as end of life.
- ❑ Limit community sharing of worship materials and other items
- ❑ Consider temporarily limiting the sharing of frequently touched objects such as, prayer books, prayer shawls, yarmulkes, bulletins, books or other items passed or shared among congregants. Encourage congregants to bring their own.

13.1.4 HIGH HOLIDAY CONCERNS

While it is impossible to predict future directives, we urge synagogues to consider how they could comply with social distancing guidelines while continuing religious services. Congregations may be able to use only one of three or four seats.

There are multiple potential options:

1. Synagogues already livestreaming their services can continue to do so.
2. Synagogues can plan for shortened services and hold multiple services in their prayer spaces (e.g., 8AM, 10AM, 12 noon services).
3. Consider renting space in other appropriate buildings close by and hold parallel services.
4. Contemplate erecting tents on your property and parking lot for parallel services. (*New York City synagogues can check if they can get a street activity permit for a tent in the street*)

Remember, people at higher risk for COVID might not be able to attend services in person. Synagogues already livestreaming their services should consider continuing that practice in order to serve those in vulnerable populations who cannot be physically present.

See more at:

- Agudath Israel: [Safely Reopening Our Kehillos – A Roadmap for Rabbonim & Community Leaders](#)
- Orthodox Union and Rabbinical Council of America: [Guidance to Shuls and Communities on Reopening](#)
- United Synagogue: uscj.org/uscj-coronavirus-resources
- Reform Movement: urj.org/covid-19-resources-congregations
- chesedfund.com

13.2 | SCHOOLS AND CAMPS

NOTE: The opening of schools is likely to be in the fall, or later, according to New York Forward. Please follow all guidance from New York State as to when opening will be possible.

13.2.1 REOPENING

- Establish and continue communication with local and State authorities to determine current mitigation levels in your community.
- Protect and support staff and students who are at higher risk for severe illness, such as providing options for telework and virtual learning.
- Follow [CDC's Guidance for Schools and Childcare Programs](#).
- Provide teachers and staff from higher transmission areas (earlier Phase areas) telework and other options as feasible to eliminate travel to schools and camps in lower transmission (later Phase) areas and vice versa.
- Ensure external community organizations that use the facilities also follow this guidance.
- Schools that are currently closed, remain closed, until further state guidance is given. E-learning or distance learning opportunities should be provided for all students. Ensure provision of student services such as school meal programs. Camps will have to be guided by state direction as to when they can reopen with enhanced social distancing measures.

13.2.2 SAFETY ACTIONS

- Promote healthy hygiene practices
- Teach and reinforce washing hands and covering coughs and sneezes among children and staff
- Teach and reinforce use of cloth face coverings among all staff. Face coverings are most essential in times when physical distancing is not possible. Staff should be frequently reminded not to touch the face covering and to wash their hands frequently.

Information should be provided to all staff on proper use. Removal. and washing of cloth face coverings.

- Have adequate supplies to support healthy hygiene behaviors, including soap, hand sanitizer with at least 60 percent alcohol (for staff and older children who can safely use hand sanitizer), tissues, and no-touch trash cans.
- Post signs on how to stop the spread of COVID-19, properly wash hands, promote everyday protective measures, and properly wear a face covering. Intensify cleaning, disinfection, and ventilation
- Clean and disinfect frequently touched surfaces within the school and on school buses at least daily (for example, playground equipment, door handles, sink handles, drinking fountains- encourage water bottles) and shared objects (for example, toys, games, art supplies) between uses.
- To clean and disinfect school buses, see [guidance for bus transit operators](#).
- Ensure safe and correct application of disinfectants and keep products away from children.
- Ensure ventilation systems operate properly and increase circulation of outdoor air as much as possible by opening windows and doors, using fans, or other methods. Do not open windows and doors if they pose a safety or health risk (e.g., allowing pollens in or exacerbating asthma symptoms) risk to children using the facility.
- Take steps to ensure that all water systems and features (for example, drinking fountains, decorative fountains) are safe to use after a prolonged facility shutdown to minimize the risk of Legionnaires' disease and other diseases associated with water.

13.2 | SCHOOLS AND CAMPS

13.2.3 ENSURE SOCIAL DISTANCING

- ❑ Ensure that student and staff groupings are as static as possible by having the same group of children stay with the same staff (all day for young children, and as much as possible for older children).
- ❑ Restrict mixing between groups
- ❑ Cancel all fieldtrips, inter-group events, and extracurricular activities
- ❑ Limit gatherings, events, and extracurricular activities to those that can maintain social distancing, support proper hand hygiene, and restrict attendance of those from higher transmission areas; Note: restricting attendance from those in Phase 1 areas).
- ❑ Restrict nonessential visitors, volunteers, and activities involving other groups at the same time
- ❑ Space seating/desks to at least six feet apart.
- ❑ Close communal use spaces such as dining halls and playgrounds if possible; otherwise stagger use and disinfect in between use
- ❑ If a cafeteria or group dining room is typically used, serve meals in classrooms instead.
- ❑ Serve individually plated meals and hold activities in separate classrooms. Stagger arrival and drop-off times or locations or put in place other protocols to limit direct contact with parents as much as possible.
- ❑ Create social distance between children on school buses where possible.
- ❑ Consider keeping classes together to include the same group of children each day and consider keeping the same childcare providers with the same group each day.
- ❑ Allow minimal mixing between groups. Limit gatherings, events, and extracurricular activities to those that can maintain social distancing, support proper hand hygiene, and restrict attendance of those from higher transmission areas.

13.2.4 LIMIT SHARING

- ❑ Keep each child's belongings separated from others' and in individually labeled containers, cubbies, or areas.
- ❑ Ensure adequate supplies to minimize sharing of high touch materials to the extent

possible (i.e. art supplies, equipment, etc. assigned to a single camper) or limit use of supplies and equipment by one group of children at a time and clean and disinfect between use.

- ❑ If food is offered at any event, have pre-packaged boxes or bags for each attendee instead of a buffet or family-style meal. Avoid sharing of foods and utensils.
- ❑ Avoid sharing electronic devices, toys, books, and other games or learning aids.

13.2.5 STAFF TRAINING

Train all teachers and staff in the above safety actions. Consider conducting the training virtually, or, if in-person, ensure that social distancing is maintained.

13.2.6 MONITORING AND PREPARING

- ❑ Check for signs and symptoms
- ❑ Implement screenings safely, respectfully, as well as in accordance with any applicable privacy laws or regulations. Confidentiality should be maintained.
- ❑ School and camp administrators may use examples of screening methods in [CDC's supplemental Guidance for Child Care Programs that Remain Open](#) as a guide for screening children and [CDC's General Business FAQs](#) for screening staff.
- ❑ Encourage staff to stay home if they are sick and encourage parents to keep sick children home
- ❑ Encourage staff or children who are sick to stay at home.
- ❑ Plan for when a staff member, child, or visitor becomes sick
- ❑ Work with school administrators, nurses, and other healthcare providers to identify an isolation room or area to separate anyone who exhibits COVID-like symptoms. School nurses and other healthcare providers should use [Standard](#) and [Transmission-Based Precautions](#) when caring for sick people. See: [What Healthcare Personnel Should Know About Caring for Patients with Confirmed or Possible COVID-19 Inspection](#).
- ❑ Establish procedures for safely transporting anyone sick home or to a healthcare facility.

13.2 | SCHOOLS AND CAMPS

- ❑ Notify local health officials, staff, and families immediately of a possible case while maintaining confidentiality as required by the Americans with Disabilities Act (ADA).
- ❑ Close off areas used by a sick person and do not use before cleaning and disinfection. If possible, wait at least 24 hours before cleaning and disinfecting. Ensure safe and correct application of disinfectants and keep disinfectant products away from children.
- ❑ Advise sick staff members not to return until they have met [CDC criteria to discontinue home isolation](#).
- ❑ Inform those who have had close contact to a person diagnosed with COVID-19 to stay home and self-monitor for symptoms, and to follow [CDC guidance if symptoms develop](#). If a person does not have symptoms follow appropriate [CDC guidance for home isolation](#).

13.2.7 MAINTAIN HEALTHY OPERATIONS

- ❑ Implement flexible sick leave policies and practices, if feasible.
- ❑ Monitor staff absenteeism and have a roster of trained back-up staff.
- ❑ Monitor health clinic traffic. School nurses and other healthcare providers play an important role in monitoring health clinic traffic and the types of illnesses and symptoms among students.
- ❑ Designate a staff person to be responsible for responding to COVID-19 concerns. Employees should know who this person is and how to contact them.
- ❑ Create a communication system for staff and families for self-reporting of symptoms and notification of exposures and closures.
- ❑ Check State and local health department notices daily about transmission in the area and adjust operations accordingly
- ❑ In the event a person diagnosed with COVID-19 is determined to have been in the building and poses a risk to the community, programs may consider closing for a short time (1-2 days) for cleaning and disinfection.

Monitor health clinic traffic. School nurses and other healthcare providers play an important role in monitoring health clinic traffic and the types of illnesses and symptoms among students.



13.3 | COMMUNITY CENTERS/GYMS/POOLS/PLAYGROUNDS

- In addition to considerations for schools, childcare, and camps, there is specific guidance for dealing with pools, playgrounds, fitness centers, and gyms.
- All decisions about implementing these considerations should be made locally, in collaboration with [local health officials](#). Operators of public aquatic venues can consult with local officials to determine if and how to implement these considerations while adjusting them to meet the unique need and circumstances of the local jurisdiction. Their implementation should also be informed by what is feasible, practical, and acceptable.

13.3.1 CLEANING AND DISINFECTION

To maintain healthy environments, operators of public aquatic/playgrounds venues may consider:

- [Cleaning and disinfecting](#) frequently touched surfaces at least daily and shared objects each time they are used. For example:
 - Handrails, slides, and structures for climbing or playing
 - Lounge chairs, tabletops, pool noodles, and kickboards
 - Door handles and surfaces of restrooms, handwashing stations, diaper-changing stations, and showers
- Consulting with the company or engineer that designed the aquatic venue to decide which [List N disinfectants approved by the U.S. Environmental Protection Agency \(EPA\)](#) are best for your aquatic venue.
- Setting up a system so that furniture (for example, lounge chairs) that needs to be cleaned and disinfected is kept separate from already cleaned and disinfected furniture.
- Labeling containers for used equipment that has not yet been cleaned and disinfected and containers for cleaned and disinfected equipment.
- Laundering towels and clothing according to the manufacturer's instructions. Use the warmest appropriate water temperature and dry items completely.

Ensure adequate equipment for swimmers, such as kick boards and pool noodles, to minimize sharing to the extent possible, or limiting use of equipment by one group of users at a time and cleaning and disinfecting between use.



13.3 | COMMUNITY CENTERS/GYMS/POOLS/PLAYGROUNDS

- Protecting shared furniture, equipment, towels, and clothing that has been cleaned and disinfected from becoming contaminated before use.
- Ensuring [safe and correct use](#) and storage of disinfectants, including storing products securely away from children.

13.3.2 VENTILATION

- Ensuring that ventilation systems of indoor spaces operate properly.
- Increasing introduction and circulation of outdoor air as much as possible by opening windows and doors, using fans, or other methods. However, do not open windows and doors if doing so poses a safety risk to staff, patrons, or swimmers.

13.3.3 WATER SYSTEMS

[Taking steps](#) to ensure that all water systems (for example, drinking fountains, decorative fountains, hot tubs) are safe to use after a prolonged facility shutdown to minimize the risk of [Legionnaires' disease](#) and other illnesses associated with water.

13.3.4 MODIFIED LAYOUTS

- Changing deck layouts to ensure that in the standing and seating areas, individuals can remain at least 6 feet apart from those they don't live with.

13.3.5 PHYSICAL BARRIERS AND GUIDES

- Providing physical cues or guides (for example, lane lines in the water or chairs and tables on the deck) and visual cues (for example, tape on the decks, floors, or sidewalks) and signs to ensure that staff, patrons, and swimmers stay at least 6 feet apart from those they don't live with, both in and out of the water.

13.3.6 COMMUNAL SPACES

- Staggering use of communal spaces (for example, in the water or breakroom), if possible, and [cleaning and disinfecting](#) frequently touched surfaces at least daily and shared objects each time they are used.

13.3.7 SHARED OBJECTS

- Discouraging people from sharing items that are difficult to clean, sanitize, or disinfect or that when used, would contact the face (for example, goggles, nose clips, and snorkels).
- Discouraging the sharing of items such as food, equipment, toys, and supplies with those they don't live with.
- Ensuring adequate equipment for patrons and swimmers, such as kick boards and pool noodles, to minimize sharing to the extent possible, or limiting use of equipment by one group of users at a time and cleaning and disinfecting between use.

13.4 | MAINTAINING HEALTHY OPERATIONS

13.4.1 LIFEGUARDS AND WATER SAFETY

- Ensuring that lifeguards who are actively lifeguarding are not also expected to monitor handwashing, use of cloth face coverings, or social distancing of others. Assign this monitoring responsibility to another staff member.

13.4.2 ALTERATIONS OF PUBLIC AQUATIC VENUES

- Consulting the company or engineer that designed the aquatic venue before altering aquatic features (for example, slides and structures designed for climbing or playing).

13.4.3 REGULATORY AWARENESS

- Being aware of local or state regulatory agency policies on gathering requirements or recommendations to determine if events, such as aquatic fitness classes, swim lessons, swim team practice, swim meets, or pool parties can be held.

13.4.4 STAGGERED OR ROTATED SHIFTS

- Staggering or rotating shifts to limit the number of staff present at the aquatic venue at the same time.

13.4.5 PREPARING FOR WHEN SOMEONE GETS SICK

To prepare for when someone gets sick, operators of public aquatic venues may consider:

13.4.6 ISOLATING AND TRANSPORTING THOSE WHO ARE SICK TO THEIR HOME OR A HEALTHCARE PROVIDER

- Immediately separating staff, patrons, or swimmers with COVID-19 [symptoms](#) (for example, fever, cough, or shortness of breath).
- Establishing procedures for safely transporting anyone sick to their home or to a healthcare provider.

13.4.7 NOTIFYING HEALTH OFFICIALS AND CLOSE CONTACTS.

- Immediately notifying [local health officials](#), staff, patrons, and swimmers of any case of COVID-19 while maintaining confidentiality in accordance with the [Americans with Disabilities Act \(ADA\)](#) external icon.
- Informing those who have had [close contact](#) with a person diagnosed with COVID-19 to stay home and [self-monitor](#) for symptoms, and follow [CDC guidance](#) if symptoms develop.

13.4.8 CLEANING AND DISINFECTION

- Closing off areas used by a sick person and not using the areas until after cleaning and disinfecting them.
- Waiting more than 24 hours before cleaning and disinfecting these areas. Ensuring [safe and correct](#) use and storage of [disinfectants](#), including storing products securely away from children.

For more information see [Considerations for Public Pools, Hot Tubs, and Water Playgrounds During COVID-19](#)

13.4.9 FITNESS CENTER/GYMS

Source: [Recommended Guidance for Gyms](#)

13.5 | RECOMMENDED ACTIONS

- ❑ Post information about your new operational processes where customers have easy access to it such as on your website, social media, as well as on your doors.
- ❑ Establish an employee illness policy. If any of your employees are ill, keep them home ensure that they do not have any signs or symptoms of COVID-19 (cough, fever, body aches, shortness of breath, headache, etc.) prior to entry into the facility.
- ❑ Ask each patron entering the facility the following questions - Have you had a cough? Have you had a fever? Have you been around anyone exhibiting these symptoms within the past 14 days? Are you living with anyone who is sick or quarantined?
- ❑ Consider performing a temperature check of all individuals that arrive to the facility to ensure that a person with a fever does not potentially expose others to COVID-19 (the CDC defines a fever as being a body temperature of 100.4°F or higher). An infrared thermometer can be used to ensure contactless temperature checks.
- ❑ Have all employees to take extra precautions and make gloves and cloth face coverings available for employees.
- ❑ Limit the number of people allowed in the facility at any one time to ensure that social distancing guidelines can be met at all times; people should be at least 6' apart as much as possible. This may require the spacing of gym equipment and/or limiting the use of gym equipment (for example: allow patrons to use every other treadmill and put tape around the ones not being used).
- ❑ Implement and enforce social distancing guidelines in the lobby/reception area and discourage the congregation of people in common areas such as restrooms, locker rooms, or by the water fountain.
- ❑ Consider implementing special hours of operation that are exclusive to the elderly and other vulnerable population groups.
- ❑ Discontinue any type of group activities/ classes for which it is not possible to maintain social distancing guidelines.
- ❑ Train employees on the importance of

Implement and enforce social distancing guidelines in the lobby/reception area and discourage the congregation of people in common areas such as restrooms, locker rooms, or by the water fountain.

- ❑ frequent hand washing and instruct them to wash hands upon arrival to the gym, after touching equipment, after performing cleaning duties, and after touching any other surface that is likely to have been touched by other people.
- ❑ Advise patrons to wash hands and/or use hand sanitizer upon arrival to the gym. Make hand sanitizer available at the entrance, in locker rooms, and throughout the gym floor.
- ❑ Advise employees and patrons to cover their coughs and sneezes with a tissue or with the crook of the elbow, and to wash hands after coughing or sneezing. Provide no touch trash cans.
- ❑ Make sanitizing wipes available at multiple stations that are convenient to patrons in exercise areas. Advise patrons to wipe all equipment surfaces including benches, control screens, handles, weights, dumbbells and barbells after each use. Ensure that this procedure is properly communicated to patrons and enforced by attentive staff if necessary.

13.5 | RECOMMENDED ACTIONS

- ❑ Train employees on proper cleaning and sanitation procedures that are recommended by the CDC ([cdc.gov/coronavirus/2019-ncov/communityorganizations/cleaningdisinfection.html](https://www.cdc.gov/coronavirus/2019-ncov/communityorganizations/cleaningdisinfection.html)).
- ❑ Only use EPA registered disinfectants that are effective against COVID-19. A list of products is listed here: [epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2](https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2)
- ❑ Implement a daily sanitation regiment that includes multiple rounds of sanitizing equipment and other frequently touched surfaces throughout the day. Special attention needs to be directed at cleaning and sanitizing locker rooms and restrooms. Shared lockers should be disinfected in between use by different patrons.
- ❑ If your gym has a water fountain, implement a procedure in which either patrons or employees, after each use, disinfect any surfaces that must be touched to activate the water.
- ❑ If your gym has showers, implement a system in which the surfaces in the shower are cleaned and disinfected after each use. Consider making PPE (Personal Protective Equipment) available for employees tasked with this duty.
- ❑ Check that all ventilation systems are functioning properly.
- ❑ Implement and enforce social distancing guidelines in the pool, hot tub, and sauna. Perform daily checks to ensure that the water chemistry is safe and that all disinfection systems are functioning properly.
- ❑ If your facility has a tanning bed, make sure to clean and disinfect the entire tanning bed before and after use by patrons. This guidance is subject to change as more information

Have all employees take extra precautions and make gloves and cloth face coverings available for employees.



14 | APPENDIX—HUMAN RESOURCES

14.1 MANAGING CHANGE

Ensuring that employees understand what the workplace will be like upon return is critical. Some employees may expect nothing to change, while others will assume everything will be different. Preparing employees and reminding them that these changes are designed to help keep them safe will ease anxiety. Recommended practices for consideration include:

- Re-engagement of employees: Responses to working remotely during turbulent times are varied and unique. Understanding employees' attitudes and perspectives inform the creation of strategies that enable their success.
- Early communication: As plans are forming, keep the workforce informed as soon as appropriate.
- Virtual work support: Team norms must evolve to be inclusive of those in and outside of the office as a new normal. All employees now need to be adept at utilizing virtual collaboration tools.
- Proactive virtual training: Whether spaces are modified, or new protocols established, employees will need to learn new patterns of behavior. Developing an understanding of the new normal for the workplace may be addressed through virtual training. Organizations should not underestimate the value of creating training content for topics that typically are communicated through email or static messaging alone.

14.1.1 REINFORCED TRAINING POST DAY ONE

Provide ongoing methods of additional training to reinforce messaging and changes in the work environment. Repetition will help employees acknowledge and retain important messages and information. Consider signage that communicates key messages in high traffic areas such as main entrances, restroom facilities and so forth.

14.1.2 CONNECTION TO A VISION

As changes in protocol and policies are unveiled, find ways to connect those messages back to the corporate vision. Understanding the “why” is a great way to reinforce the “what.”

14.2 COMMUNICATIONS

A well thought-out and orchestrated change management communications strategy for the organization will help underpin a successful return. It should address the details of the

transition and anticipate employee questions, anxieties and concerns.

- Communicate frequently to make employees aware of the changes designed to keep everyone safe and healthy
- Provide details of the changes
- Encourage employees to participate and comply with new work practices
- Consider using a wide range of communication channels and materials—email, employee portals, text messages, video, virtual live events, posters/digital displays, etc.
- Employers should provide a meaningful avenue for employees to raise concerns about health and safety issues and ensure that these concerns are addressed promptly and thoughtfully
- Under no circumstances should employees who raise health and safety concerns in good faith be subject to retaliation.
- Employers should communicate to the workforce that pandemic-related discrimination, harassment and retaliation will not be tolerated.

Consider communications focused on:

- Why groups and/or individual employees were chosen to return to work
 - How the organization and/or the building owner is following government guidelines and reiterate those guidelines for reopening workspaces
 - The measures undertaken in both the building and workspace to ensure health and safety of returning employees (cleaning, changes to spaces, amenities, provisions etc.). This should be a shared responsibility and commitment between owners, building managers and tenants
 - Instructions on how to prepare for arrival
 - Suggestions for commute alternatives
- Overview of what to expect when returning employees arrive:
- New entrance protocols for employees and visitors
 - What will be available or supplied, especially food and beverages
 - What will not be provided, e.g., utensils, glassware, cups, etc.
 - Instructions on bringing equipment (laptops, chairs, etc.) back into the workplace and sanitization requirements

- Changes to the work environment including room availability, relocation of desks, etc.
- Modifications to internal and external meeting protocols, hosting of client events, and visitor access

14.3 | NEW POLICIES AND PRACTICES

Policies will be important in setting the expectation for employees. Many organizations have allowed flexibility into some of their policies, especially those related to time off, working from home (WFH) and flexible work schedules. Upon setting the new organizational framework relative to coming back into the workplace, organizations should consider what policies need to change or be reinstated.

From the employee's perspective, if policies have been adjusted for an extended period (for example, WFH), they may be viewed as the new norm. Organizations should revisit relevant policies and determine the right approach during the transition back to the physical workplace. Communicating the importance of company policies - including any recent updates and how they map back to the organization's vision - will be critical in establishing a climate of employee awareness and compliance.

Policies for consideration might include the following:

- Leave policies
 - o Family Medical Leave Act (FMLA)
 - o Emergency leave
 - o State/NYC-specific COVID-19 leave
 - o Exceptions and processes for parents/caregivers when schools are closed, or other caregivers are unavailable
- Return to work policies
 - o For non-essential roles, determine what WFH policy should be followed
 - o Protocols around a phased re-introduction of workers based on essential roles in re-opening
 - o If and how to screen employees before they return
- Revised employee handbook
- Revised employee travel policies

Upon setting the new organizational framework relative to coming back into the workplace, organizations should consider what policies need to change or be reinstated.



14.3 | NEW POLICIES AND PRACTICES

- Guest and visitor policies
 - Limiting access to certain categories of site visitors such as vendors, contractors, and other non-employee groups
 - Restricting the general public's access to the worksite
 - Restricting access to only certain workplace areas
- Policies around temporary help in the event a subset of the full-time workforce becomes unavailable, including policies and practices around accepting and training temporary workers
- Time and scope of reopening
 - Phased/Staggered return and/or alternating shifts
 - Considerations around at-risk groups
- Policies related to WFH environments
 - May include ergonomic instructions, stipends, purchase program for WFH tools and equipment

Employee works safety policy and guidelines for the prevention of virus transfer.

Categories for consideration include:

- Social distancing expectations
- Cleaning/disinfecting personal workspace
- Health screening and reporting
- Clearly defined actions, roles and responsibilities for communications in response to a potential COVID-19 case, designated confinement areas, FAQs
- Communication and escalation protocols outlining the management and decision-making processes of all stakeholders involved in response to a potential COVID-19 emergency, including:
 - Protocols with health and other emergency services
 - Protocols with local, regional, and national institutions
- Many organizations have practices for employees to report an illness to Human Resources departments confidentially and in accordance with applicable laws. The COVID-19 pandemic has tested the effectiveness of those practices in many cases.

Re- evaluating the requirements and methods for reporting in these situations may need to be addressed. Additionally, if an organization instituted temporary protocols for reporting, they may need to communicate the reinstatement of earlier practices or protocols upon return to work.

- Consideration should be given to maintaining attendance sheets (or some other means of tracing each employee's ingress/egress to the office space) to provide responsible contact tracing information, if needed, and to limit and track hours in the office space.

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14.4 | WHO RETURNS TO WORK

Where applicable, organizations should comply with relevant regulations defining who should and should not return to the physical workplace. In the future, the workplace will be redefined, and decisions will contain many factors, including:



WHY RETURN TO WORK?

TO BE PRODUCTIVE:

- Because of fewer distractions which enables focus and creativity.
- To innovate, develop new ideas, and benefit from rapid decision-making when together with others
- To streamline communication channels by replacing emails, calls virtual meetings with in-person interactions

FOR THE PHYSICAL WORK AND REQUIRED TOOLS:

- Because of required access to equipment, testing, data infrastructure
- For the computer power, monitors, printers or copiers, and files in a secure environment
- To physically work (eg., in labs command centers, manufacturing)

FOR THE PEOPLE AND PLACE:

- To access people needed for work-related tasks: leaders, teams, peers, clients, trainers
- As a social outlet: seeing people, being part of a community with a shared purpose, diversit of thought, camaraderie
- More amenities and food choices than what is accessible from home.



WHY STAY HOME?

TO BE PRODUCTIVE:

- Because the team can't be all together
- It's easier to work remotely with synchronous communication flow between the entire team using the current technology tools
- Focus is easier when working from home
- To reduce the time lost due to commutes

INDIVIDUAL HEALTH AND PERSONAL SITUATIONS:

- Personal health risks exacerbated by commutes, anxiety from being at the office, or mentally not ready
- Lack of childcare or eldercare options
- Desire to reduce environmental footprint
- Need to minimize commutation costs

14.4.1 CIRCULATION SPACES

- Designate and signpost the direction of foot-traffic in main circulation paths: corridors, stairs, entries
- Consider one-way circulation routes through the workplace

14.4.2 INDIVIDUAL SEATS

- Mark increments of locally acceptable social distance on floors where queues could form Individual seats
- Only use alternate desks (checkerboard); disable the use of alternate desks; or remove alternate desks altogether
- Add desks to spaces previously used for group activities (convert training/meeting rooms, café area and the like into desk areas)
- Increase space between desks
- Add panels between desks including height adjustable panels for sit stand desks
- Specify seat assignments for employees to ensure minimum work distances
- Review sharing ratios if new sanitization protocols are introduced
- Meeting and shared spaces

14 | APPENDIX—HUMAN RESOURCES

- Decommission and repurpose large gathering spaces
- Reduce capacity of spaces—e.g., remove some chairs from large meeting rooms
- Prohibit shared use of small rooms by groups and convert to single occupant use only
- Close/prohibit use of some rooms
- Calculate the maximum capacity of each room by dividing the net usable area by the square of the locally acceptable social distance (e.g., for a 6' social distance: a 200 SF room divided by 36 SF would have a recalculated maximum capacity of 5 people). Communicate this capacity via signage and room reservation tools.

14.4.3 6 FEET OFFICE

To work, after COVID-19, organizations will have to think about the new normal and how to adjust. Social distancing—keeping a healthy distance from others—is now part of our daily language and behavior. And while the recommended distance may vary by country, the idea remains the same. Learn more from Cushman and Wakefield at [sixfeetoffice.com](https://www.sixfeetoffice.com).



15 | APPENDIX – SECURITY

15.1 REOPENING A SAFE AND SECURE FACILITY

The Jewish community faces unique security challenges and some facilities have been targets of antisemitic incidents. These include physical acts (i.e. vandalism/graffiti) as well as on-line activity (i.e. “Zoombombing”).

In order to ensure that these facilities continue to remain places of peace and comfort to members of our community, each facility must own and take charge of its security. Increasing awareness and training of the people who work, visit or are present in your facility on a regular basis – be they staff, faculty, clergy, parents, students or members – is one of the most effective ways to enhance the safety and security of your institution. This guidance is intended to outline some [basic security measures that can boost your security profile](#).

- ☐ Review your most recent security threat, vulnerability, and risk assessment and your security plans. How has your situation and security posture changed?
- ☐ Recent online chatter suggesting that the Jewish community is somehow responsible for the current crisis, could promote animosity towards members of your organization, and/or vandalism to your facility.
- ☐ Be alert to suspicious activities in your area and stay in regular contact with local law enforcement.
- ☐ Determine what security staff and measures need to be in place for each step of your return to operations.
- ☐ Do you have the staff necessary to address new or routine safety and security challenges?
- ☐ If you laid-off security staff, can you re-hire the same staff, or will you need to hire and train new staff?
- ☐ Ensure necessary resources are available to support a safe and secure workplace. In your planning, allocate

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funding for the staff and equipment needed to implement any new safety measures before allowing persons back into the facility.

- ☐ Assess risks and concerns arising from staff that have been laid-off or who have declined to return to the workplace and develop risk management plans for each.
- ☐ Consider notifying local precinct (in NYC, Community Affairs or your Neighborhood Coordination Officer. Outside of NYC your local police department or State Police Barracks) and the [Community Security Initiative](#) (please include your address) of your plans to reopen. The NCO (or we) can review crime statistics in your area, including hate/bias crimes, which may have occurred while your facility was closed. Ask them to visit the facility with you and to increase their frequency of patrols in your area if feasible.

Source: SCN | [Safety & Security Considerations for Facility Closures](#)

15.2 | CONSIDERATIONS FOR PACKAGE AND MAIL HANDLING

While COVID-19 is thought to be spread most commonly through respiratory droplets, much remains unknown about the virus and how it spreads. Although most sources note that COVID-19 is unlikely to be spread through mail or packaging, the virus has been known to survive on certain surfaces, including those commonly used in packaging and mail shipping. The following are steps one can take to limit the risk of exposure in picking up, receiving or facilitating the delivery of packages, documents or other items.

15.2.1 RECEIVING AND PICKING UP PACKAGES AND MAIL

- ❑ When feasible, practice contactless delivery (e.g., through an app or over a phone).
- ❑ When accepting an in-person delivery, remember to maintain social distancing (6 feet minimum) while verifying receipt of the delivery with the carrier (if required).
- ❑ Avoid scanners, pens, or other shared instruments that are used for receipt of deliveries.
- ❑ After collecting packages or mail from a post office, private carrier, or mailbox, wash your hands with soap and water for at least 20 seconds.
- ❑ To minimize exposure in high traffic areas of a building, consider receiving deliveries at locations other than the front door (i.e. loading dock area or alternate secured entrance).
- ❑ Update delivery instructions to reflect the preferred delivery location.
- ❑ Utilize signage on the front door directing carriers to preferred drop location.

15.2.2 OPENING PACKAGES/MAIL AND HANDLING CONTENTS

- ❑ If surfaces are visibly dirty, they should be cleaned with detergent or soap and water (if appropriate for the surface).
 - Utilize cleaning and disinfectant solutions or wipes, if available.
 - Appropriate disinfectants for hard non-porous surfaces include:
- ❑ EPA's Registered Antimicrobial Products for Use Against Novel Coronavirus SARS-CoV-2
- ❑ Diluted household bleach solutions prepared according to the manufacturer's label for disinfection, if appropriate for the surface.
- ❑ Alcohol solutions of 70% alcohol.
- ❑ If you are wearing gloves, do not touch your face with gloved hands.
- ❑ Immediately dispose of packaging, boxes, envelopes, etc. in such a way that they do not have to be handled again (e.g. tied up trash bag, recycle bin).



15.3 | COVID-19'S IMPACT ON CYBER SECURITY

Many organizations had employees working remotely even before the stay-at-home orders, but this situation is new to many. In this new world, organizations should pay close attention to the challenges and consider how to decrease information security risks. Employees are now working from home or remotely, with little or no internet security measures in place. Those organizations that have implemented robust business continuity plans and have tested these plans, will be better positioned to endure the current situation.

- Ensure that your remote infrastructure is robust enough to handle the concurrent VPN connections, remote meetings, and web application traffic that working from home will generate.
 - o Ensure that remote work does not cause operational issues and/or unexpected system behavior.

A major risk when employees are working from home is that they are no longer on your corporate internet. They may be using insecure wireless networks or connected to IoT devices and/or printers that could allow access to or compromise sensitive corporate information.

- Make sure that computers are still receiving essential updates and patches should be a priority.
- Review your critical controls
- Clearly identify individuals over the phone or email before performing sensitive tasks like password resets or releasing funds.
- Educate your employees so they can be vigilant against attackers using COVID-19 as a pretext for gaining access to systems, data, or money.
 - o Because many businesses are responding to the virus by restricting physical access to offices, attackers can easily make requests to service desks under the guise of vendors, clients, and employees that cannot physically access the office and now need help performing business functions remotely.

- COVID-19 will be used as a pretext for many scams and phishing attacks.
 - o [The Federal Trade Commission \(FTC\)](#), [United States Department of Homeland Security \(DHS\)](#) Cybersecurity and Infrastructure Security Agency (CISA) and other organizations have and continue to issue warnings about this.
 - o Make sure that employees are made aware of threats to both organizational and personal data and accounts.
- Some attackers may even be so bold as to attempt to physically access offices that have implemented aggressive work from home policies.
 - o Ensure that sensitive systems and data in these locations are secure.
- Keep employees updated with weekly updates and reminders about the importance of keeping data secure.
- Remind employees that criminals will use the COVID-19 pandemic as a pretext during phishing campaigns.

Now is also a good time to ensure that monitoring programs are functioning as intended. Being able to recognize anomalous events and logins and respond appropriately is always a fundamental element of information security, and it is especially essential given the current circumstances.

- Make sure that plans are in place for continuity of essential business-critical functions if assigned staff are not able to perform them.

15.3 | COVID-19'S IMPACT ON CYBER SECURITY

INCREASED SECURITY RISK FROM REMOTE WORKING/ LEARNING

With many employees working from home and students learning virtually, enterprise virtual private network (VPN) servers have now become a lifeline to companies/ schools, and their security and availability will be a major focus going forward. In a bid to achieve this, there is a possibility that an organization's unpreparedness will lead to security misconfiguration in VPNs thereby exposing sensitive information on the internet and exposing the devices to Denial of Service (DoS) attacks. In addition to this, some users may utilize personal computers to perform official duties which could also pose a great amount of risk to organizations. Organizations should ensure VPN services are safe and reliable as there promises to be a lot more scrutiny against these services. Furthermore, employees should be advised against using personal computers for official purposes.

POTENTIAL DELAYS IN CYBER ATTACK DETECTION AND RESPONSE

The functioning of many security teams is likely to be impaired due to the COVID-19 pandemic thereby making detection of malicious activities difficult and responding to these activities even more complicated. Updating patches on systems may also be a challenge if security teams are not operational. Organizations should evaluate the security defenses in place and explore the use of co-sourcing with external consultants especially for areas where key human risks have been identified.

EXPOSED PHYSICAL SECURITY

The enforcement of "work from home" policy by some companies in Nigeria, where stable power supply and fast Internet connection may be a luxury in some quarters, may see employees work from public spaces to utilize power and free internet facilities. This behavior may inadvertently expose the computing facilities and confidential information it contains to theft or damage. Organizations are hereby encouraged to sensitize their employees around information security outside of the office space. Working from public spaces should be restricted and organization should utilize technologies that ensure confidential information remain secure on these devices in the case of theft or damage.

INFLUX OF CYBER CRIMINALS

Globally, companies are downsizing their workforce to cope with the effects of COVID-19. Some people have also lost their means of livelihood due to the various restrictions of movement by governments across the world. This move would likely encourage the growth of cyber criminals as idle people with internet access who have lost their jobs from the effects of COVID-19 may see an opportunity to make a living out of this pandemic. Organizations considering laying off staff should enforce proper exit plans. Also, we encourage all who have lost their jobs or currently being restricted to a location to consider taking this period to learn a new profitable skill and undertake online courses.

BUSINESS CONTINUITY PLAN (BCP) TO FEATURE GLOBAL PANDEMICS

Many organizations have business continuity plans, but it is obvious the impact of a global pandemic like COVID-19 was not considered in many BCPs. With the widespread impact of COVID-19, organizations need to revisit their business continuity program and incident response plans to feature such pandemics that affect many countries and critical elements of supply chains at the same time. A revised risk assessment should be conducted on critical processes to identify the various options in ensuring these processes can still be maintained at an acceptable level and an effective fail over is achievable.

POST COVID-19 CYBER SECURITY POSTURE

The COVID-19 pandemic has caused a huge strain on the global economy with some experts predicting a recession as part of the after effects of the pandemic. Organizations Post COVID-19 pandemic strategy might include downsizing by cutting off business lines considered as non-critical which may include cyber security operations. This short-term plan might however prove to be "penny wise and pound foolish" in the long haul as this will further increase the impact of attacks on the organization. Organizations are advised to update at their BCPs and remote working policies/ practices whilst prioritizing cyber security during post COVID-19 re-strategizing process.

Taking action to minimize the impact of COVID-19 on the workforce is very important, but organizations should also ensure that they are adjusting controls to ensure that they do not make a bad situation worse by unnecessarily opening themselves up to opportunistic cybersecurity attacks. Sources: COVID-19 and Preparing for Changing Cybersecurity Risks and COVID-19's Impact on Cybersecurity

16 | APPENDIX - NEW YORK FORWARD

New York Forward sets forth five (5) main criteria that businesses must include in their COVID-19 Health and Safety plans, consider the following:

16.1.1 PHYSICAL DISTANCING

- Ensure six feet of distance between personnel
- For any work occurring indoors, limit the workforce presence to no more than 50% of maximum occupancy
- Limit tightly confined spaces to one individual at a time
- Post social distancing markers that denote six feet of space in commonly used areas
- Limit in-person gatherings as much as possible
- Establish designated areas for pick-ups and deliveries, limiting contact to the extent possible

16.1.2 PROTECTIVE EQUIPMENT

- Provide employees with acceptable face coverings at no-cost to the employee and have an adequate supply of face coverings in case of replacement
- Clean or replace face coverings after use or when damaged or soiled
- Limit the sharing of objects (e.g. cash registers, tools) and discourage touching of shared surfaces; when in contact with shared objects or frequently touched areas, wear gloves or sanitize or wash hands before and after contact.

Note: While New York State has not yet issued any guidance on visitors, guests, clients, etc., it is likely that they will require anyone entering your premises to wear a mask. Consider whether you will have masks on hand to supply to visitors, etc.

16.1.3 HYGIENE AND CLEANING

- Adhere to hygiene and sanitation requirements from the CDC and Department of Health
- Maintain cleaning logs that document date, time and scope of cleaning
- Provide and maintain hand hygiene stations, including handwashing with soap, water and paper towels, as well as an alcohol-based hand sanitizer

- Provide and encourage employees to use cleaning/disinfecting supplies before and after use of shared and frequently touched surfaces, followed by hand hygiene
- Conduct regular cleaning and disinfection at least after every shift, daily, or more frequently as needed. Conduct more frequent cleaning/disinfection of shared objects and surfaces in high transit areas, such as payment devices, pickup areas, restrooms and common areas
- Prohibit shared food and beverages.

16.1.4 COMMUNICATION

- Affirm you have reviewed and understand the state-industry guidelines and that you will implement them
- Post signage to remind employees and guests to adhere to proper hygiene, social distancing rules, appropriate use of PPE, and cleaning and disinfecting protocols
- Train all personnel on new protocols and frequently communicate safety guidelines
- Establish a communication plan for employees, visitors and guests with a consistent means to provide updated information
- Maintain a continuous log of every person, including workers and visitors, who may have close contact with other individuals at the property (excluding customers and deliveries performed with appropriate PPE or through contactless means)
- If an employee tests positive for COVID-19, notify state and local health department. Cooperate with contact tracing efforts, including notification of potential contacts, such as workers, visitors, and/or customers who had close contact with the individual, while maintaining confidentiality required by state and federal law and regulations
- Conspicuously post completed safety plans on site

16 | APPENDIX - NEW YORK FORWARD

16.1.5 SCREENING

- Employees who are sick should stay home or go home if they become ill at work
- Implement mandatory health screening assessment (e.g. questionnaire, temperature check) of employees before they begin work each day, and for essential visitors (but not customers). Ask about; (1) COVID-19 symptoms in the past 14 days, (2) positive COVID-19 test in the past 14 days, (3) close contact with confirmed or suspected COVID-19 case in the past 14 days. These assessment responses must be reviewed every day and such review must be documented
- Employees who present with COVID-19 symptoms should be sent home to contact their health care provider for medical assessment and testing
- Employees (whether symptomatic or not) who have tested positive for COVID-19 may only return to work after completing a 14-day quarantine
- Employees who have had close contact with a confirmed or suspected person with COVID-19, but are not experiencing any symptoms, may be able to work with additional precaution, including regular monitoring for symptoms and temperature, required face coverings (at all times), and appropriate social distancing from others.
- On-site screeners should be trained by employer-identified individuals familiar with CDC, DOH and OSHA protocols and wear appropriate PPE, including at a minimum, a face covering.

[Click here for the New York Forward safety plan template.](#)

*Employees who
present with
COVID-19
symptoms should
be sent home to*

*contact their
health care provider
for medical
assessment
and testing*



16.2 | GUIDELINES FOR RELIGIOUS GATHERINGS, (5.21.2020)

16.2.1 STATEWIDE

Announcements regarding religious gatherings may apply to specific regions in New York State or the entire state.

16.2.2 SIZE LIMITS

Initially the announcement limits religious gatherings to 10 people as we, “find out how to do it, and do it safely, and do it smartly.” Hopefully, the size limits will be increased if religious gatherings do not lead to new outbreaks or hotspots.

16.2.3 SOCIAL DISTANCING

Social distancing must be observed during *all elements* of the service. There is no exception for the Torah service (many porch minyanim preserve social distancing by having the baal koreh also act as hagbah and gelilah) or for kiddush. Congregants living in the same domicile may be able to sit together, but clearly block off or mark the seats that cannot be used when social distancing is in place.

16.2.4 MASKS

Masks should always be worn. Period.

16.2.5 NO SHARED RELIGIOUS ITEMS

There should be no sharing or passing of religious items: Siddurim (prayer books), Chumashim (Bibles), yarmulkes, prayer shawls, kiddush cups, etc. There should not be Torah kissing.

16.2.6 KIDDUSH

Since people cannot eat while wearing their masks, kiddush should be postponed until the rules requiring masks are changed.

16.2.7 INDOORS/OUTDOORS

The Governor’s [Executive Order](#) was modified “to permit a gathering of ten or fewer individuals for any religious service or ceremony, or for the purposes of any Memorial Day service or commemoration, *provided that social distancing protocols and cleaning and disinfection protocols are adhered to* (emphasis added), and provided further, that any drive-in or remote religious service may continue in excess of the ten person limit so long as there is no in-person contact between participants.” According to the Governor’s office, the ten-person limit is *per building*.

16.2.8 SIGNAGE

Post signs instructing people with any COVID-19 or flu-like symptoms to not enter your facility, to observe social distancing always and that everyone will be required to wear masks during services.

16.2.9 PREPARING YOUR SPACES.

Remember, your prayer space has not been used for months. HVAC systems should be cleaned, HEPA filters should be used if possible. While it is unlikely that viruses can live on surfaces for weeks, other harmful contaminants can survive. We recommend that your spaces be disinfected. [Cleaning and disinfecting decision tool](#) (2 pages), [CDC/EPA guidance for cleaning and disinfecting](#)

16.2.10 TRACING

To help facilitate contact tracing of any attendee who later tests positive for COVID-19, keep careful track of everyone attending the service.

16.2.11 ENFORCEMENT

Mayor DeBlasio said that in NYC, NYPD will enforce the size limit, social distancing and masking requirements.

17 | REOPENING SOURCE MATERIAL

17.1.1 GOVERNMENT SOURCES

- governor.ny.gov/new-york-forward/regional-guidelines-re-opening-new-york
- fema.gov/media-library/assets/documents/188077
- cdc.gov/coronavirus/2019-ncov/community/schools-childcare/Childcare-Decision-Tree.pdf
- cdc.gov/coronavirus/2019-ncov/community/schools-childcare/Camps-Decision-Tree.pdf
- cdc.gov/coronavirus/2019-ncov/community/schools-childcare/Schools-Decision-Tree.pdf
- cdc.gov/coronavirus/2019-ncov/community/organizations/businesses-employers.html
- cdc.gov/coronavirus/2019-ncov/downloads/guidance-administrators-college-higher-education.pdf
- cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html
- epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2
- dec.ny.gov/docs/materials_minerals_pdf/covid19.pdf
- Interim Guidance for Houses of Worship
- governor.ny.gov/sites/governor.ny.gov/files/atoms/files/NYS_BusinessReopeningSafetyPlanTemplate.pdf
- emergency.cdc.gov/han/2020/han00432.asp?campaign_id=44&emc=edit_ur_20200522&instance_id=18691&nl=new-york-today®i_id=3634836&segment_id=28800&te=1&user_id=c9bb479181575de4822492a1be5320f7

17.1.2 OTHER SOURCES

- Secure Community Network (SCN): securecommunitynetwork.org/resumption-of-operations-and-organizational-reopening-working-group
- Herrick: [Rethinking Business Operations in the Wake of COVID-19](#)
- Paul Weiss: [Coronavirus Insights | Labor & Employment](#)
- Proskauer: [Coronavirus Insights | Labor & Employment](#)
- Skadden: [Considerations for Returning to Workplaces in the Wake of COVID-19](#)
- Withum: [Returning to the Workplace: Post-Pandemic Considerations](#)
- Cushman & Wakefield: [Cushman and Wakefield - Recovery Readiness - 4.20.pdf](#)
- Wynn Resorts: [Wynn-Health-Plan.pdf](#)
- Lear: [Lear - Safe Work Playbook - 4.6.20.pdf](#)
- Kroger: [Kroger - Sharing What We Learned Blueprint for Businesses - 4.21.20.pdf](#)
- US Department of Labor: [Safety & Security Considerations for Facility Closures](#)
- FEMA: [Planning Considerations for Organizations in Reconstituting Operations During the COVID-19 Pandemic](#)
- Wall Street Journal: <https://www.wsj.com/articles/reopening-the-coronavirus-era-office-one-person-elevators-no-cafeterias-11589189402>

17.1.3 SYNAGOGUE SOURCE MATERIAL

- uscj.org/uscj-coronavirus-resources
- urj.org/covid-19-resources-congregations
- [Safely Reopening Our Kehillos – A Roadmap for Rabbonim & Community Leaders](#)
- [Guidance to Shuls and Communities on Reopening](#)
- uscj.org/uscj-coronavirus-resources
- chesedfund.com

